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6 December 1973

MEMORANDUM FOR THE RECORD

SUBJECT: DDI-DDS&T Production Planning

25X1 1. On 28 November 1973 the Director of IAS attended a meeting in the DDI Conference Room. Mr. Walsh chaired the meeting. Attendees included Mr. Knoche (OSR) and Mr. Ernst (OER) from this Directorate and Dr. Steininger, Mr. Brandwein (OWI), Mr. Weber (OSI), and [] (ORD) from the S&T Directorate. Dr. Steininger opened by saying that he would like for Mr. Brandwein to brief the group on the organization of OWI. He noted that one of the considerations of the study group on reorganizing the military production components of the Agency was the need for working out some means for coordinating the different production programs. Because the components were not merged into one office or one directorate, this is a continuing problem and he hoped some mechanism could be devised for effecting such coordination.

25X1 2. Mr. Brandwein outlined the structure of his new office (chart attached). In effect, [] people from the former Defense Systems Division of OSI were merged with FMSAC to form the office. The new structure includes a Programs Analysis Division, a Signal Analysis Division, and a Technical Analysis Division which are in effect redesignated former FMSAC components. These divisions deal with certain disciplines and skills related to analysis on trajectory, telemetry, and operations at the Soviet missile test ranges. The other three divisions in his office--the Defensive Systems Division, the Naval Systems Division, and the Offensive & Space Systems Division will produce system studies utilizing the information developed by the other divisions. In essence, the formal product of OWI will be that produced by these systems divisions, with only current intelligence items such as [] coming out of the former FMSAC elements. Brandwein stated he had not yet worked out the extent to which OWI would become involved in analysis of tactical systems as proposed by Bruce Clarke. He said work on net assessments would be done within the substantive divisions and that he probably would create a staff position to coordinate OWI work on net assessments.

25X1 3. Mr. Brandwein then reviewed the production process as it is carried out in OWI. In essence he has a monthly meeting with his division chiefs at which they review the production schedule. Projects are assigned quarterly deadlines and their status is reviewed at these

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monthly meetings. Their production schedule is somewhat flexible, deadlines are shifted, and they usually fall short of the initial goals. These meetings also discuss the relevance of various projects, coordination requirements, and frequently introduce new projects into the program. External assistance required in producing the projects is also discussed at these meetings.

4. Projects initially are reviewed within the division after which they are sent to the editorial staff where a rough edit is done and graphics requirements are identified and the work laid on. All divisions get copies of the draft which is then reviewed at a meeting of analysts from each division. The revised and reworked draft is then coordinated by the Intelligence Board, which consists of the division chiefs. The OSI Publications Staff then gets the product and takes care of final editing and printing.

5. Mr. Brandwein stated there are two kinds of reports they get from contractors. One is a bi-monthly status report on each project which highlights progress and identifies problems. The other type of report is the finished product submitted on completion of the project.

6. Mr. Brandwein stated he had reservations regarding the usefulness of joint reporting and although he favors the concept in principle, he says his experience has shown that these are difficult to bring off well. He believes a prelude to developing integrated products would be to develop some sort of integrated production schedule.

7. Mr. Weber suggested that the KIQ be used as a basis for coordinated production planning and that each office should as a first step relate its production program to the KIQ. It was noted that each office had different approaches to production schedules. For example, OSI publishes a semi-annual program, OSR and OER develop annual programs, and OWI has an on-going program reviewed monthly. The problem is how to coordinate these various approaches. It was agreed that an effort should be made to integrate the production planning and that the deputies of the offices would meet to begin work on this. The deputies would take a first look at aligning the office production schedules with the KIQ's and would present this to the office chiefs for their review. Mr. Knoche of OSR undertook to move this along.

8. It was agreed that IAS would benefit by participating in this joint production planning. Our involvement would permit IAS to better

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plan its production in support of the production offices and would assist in ironing out questions related to priorities.



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Attachment:
As Stated

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